

WJ

28 July 1978

MEMORANDUM FOR: Associate Director-Management,
National Foreign Assessment Center

SUBJECT : Comments on NFAC MAG Memorandum--Creation of
an Intelligence Specialist Corps Within NFAC

1. Wayne and I have reviewed the referenced NFAC Management Advisory Group paper and discussed its content with OIA senior managers for their reactions. Although the reactions varied, most managers--including myself--believe that the basic concept of creating an intelligence specialist corps has serious conceptual flaws, and all agree that the methods suggested for acquiring the necessary senior positions are unrealistic.

2. The objectives of the MAG proposal are to strengthen simultaneously the analytical and managerial capabilities of NFAC.* A separate career track for analysts would be created which would provide analysts, who do not wish to pursue the management field or are not suited for it, the opportunity to advance to senior-level positions generally equal to those available for managers. This would reserve strong analytical talent for the analysis functions while preventing those with weak managerial talent from pursuing a management career solely in order to advance. Inherent in this proposal is the premise that the responsibilities of senior analysts are equal to those of managers, and the assumption that there are enough of these exceptionally gifted senior analysts to require that an institutionalized organizational structure be created for them.

3. The majority of the OIA senior managers do not accept the premise that the responsibilities of senior analysts are commensurate with those of supervisors and managers. If one were to compare job descriptions or Letters of Intent for these positions, the differences in degree of responsibilities--that is, potential contributions--would be evident, as would their degrees of accountability. I expect the MAG members who drafted this proposal have not served in management positions, and consequently have not had the opportunity to judge first-hand the relative responsibilities of analytical and

*Somehow it strikes me that there is an element of legerdemain in all this. In my experience good managers have also been the best analysts. I'm not sure how it is we are going to keep the best analysts as analysts and improve management by making it less a relatively less attractive career track.

management positions. (Of course, it can be argued that relative position and remunerations should not necessarily be tied to relative responsibilities.)

4. Most OIA senior managers also do not believe that there are that many senior analysts who are so gifted and their contributions so great that a separate organizational structure needs to be established for them. It is recognized that there probably are a few--probably not more than one or two per office--whose contributions are so unique that they are equal in value to some supervisory or managerial position. We believe these cases can be handled within the present organizational structure and that the creation of a special structure would create more problems than it would solve.

5. The process outlined in the MAG memorandum for creating the senior analytical positions also causes us concern. The idea of creating junior and senior supervisory or managerial positions having different grades but with the same responsibilities just does not make sense. Nor does the idea of having senior analysts at a grade equal to or greater than that of his supervisor. The proposal to abolish or downgrade staff or administrative positions is unworkable in OIA because we only have one such position--that being the Executive Officer which is a GS-15 position. We cannot judge whether or not there are senior staff and administrative positions in other components of NFAC that could be abolished or downgraded to provide additional senior analyst positions.

Noel E. Firth
Director
Imagery Analysis

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